

DEPARTMENT OF THE ARMY
SAVANNAH DISTRICT, CORPS OF ENGINEERS
CESAS-IM-PR P.O. BOX 889
SAVANNAH, GEORGIA 31402-0889

Information Management
SAVANNAH DISTRICT GUIDELINES FOR
PREPARING AND MANAGING CORRESPONDENCE

DISTRICT PAMPHLET
NO. 25-1-5

1 May 1998

1. Purpose. To establish policy, procedures and guidance for preparing correspondence in the Savannah District.
2. Applicability. All Savannah District team members, including field offices.
3. Reference. AR 25-50, Preparing and Managing Correspondence, and ER 25-1-74, Electronic Mail.
4. Administrative Details or Procedures. Commander/District Engineer are titles of the same officer. His office symbol is CESAS-DE. The use of these titles is dependent upon the format of the correspondence - - Commanding for memorandums and District Engineer for letters.
5. The Commander/District Engineer will sign the following (See listing of some types of correspondence at Appendix D):
 - a. All papers which require his personal signature by virtue of law or regulation.
 - b. Correspondence containing all policy decisions.
 - c. Congressional correspondence.
 - d. Replies to correspondence in which the Commander is overruled or receives an unfavorable response to a request.
 - e. Communications commending or censuring a subordinate that, by virtue of their content, require an Executive Office signature.

This DP supersedes DP 25-1-5, 30 December 1992 and Change 1, 6 June 1997.

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f. Correspondence on actions directed or recommended by higher authority, which are of sufficient importance to warrant the personal attention of the Commander.

g. Correspondence or papers of command significance that will reach the personal attention of higher authority such as the Division Commander, Chief of Engineers, the Deputy or Assistant Chief of Engineers, the Chief of Staff or Deputy Chiefs of Staff of the Army, the Office of the Secretary of the Army, or similarly highly-placed individuals.

h. Replies to correspondence addressed to the personal attention of the Commander.

i. Correspondence concerning controversial matters.

6. The Deputies to the Commander will sign:

a. Replies to inspection and audit reports.

b. Correspondence which is of sufficient importance to warrant his/her personal attention.

c. Correspondence within his scope of responsibility which he is authorized to sign.

7. Division/Office Chiefs are delegated signature authority to sign stovepipe inquiries for information, routine reporting equal to their level of responsibility as chief of divisions. The authority to sign correspondence and reports may be redelegated, in writing, to subordinates consistent with their level of authority and responsibility.

8. Commander may delegate by name, for specific correspondence, FOR THE COMMANDER signature authority.

9. Any correspondence for Executive Office should be sent by Staff Action Cover Sheet, CESAS Form 1213. All coordination should be completed prior to sending correspondence to the Executive Office. The Staff Action Cover Sheet will be filed as part of the correspondence in the official file.

10. An information copy will be provided to the Executive Office with all correspondence for signature.

11. Responsibilities.

a. Staff responsibilities of Deputy Commanders:

(1) Deputy Commander - CESAS-DC

Office of Counsel
Engineering Division
Construction Division
Operations Division
Planning Division
Real Estate Division
OCE Value Engineering Study Team

(2) Deputy District Engineer for Support - CESAS-DS

Equal Employment Opportunity Office
Contracting Division
Internal Review Office
Resource Management Office
Logistics Management Office
Office of Security and Law Enforcement
Public Affairs Office
Safety Office
Information Management Office
Small and Disadvantaged Business Utilization Advisor Office
Civilian Personnel Advisory Center

(3) Deputy District Engineer for Programs/Project Management - CESAS-DP

Programs and Project Management Division

b. Staff level officers are responsible for keeping the Commander informed of any unusual matters or developments in which they might become involved.

c. Action officers are responsible for prompt preparation of courteous, factual communications in conformance with established policies and procedures; for the propriety of the correspondence; and for proper coordination within the District prior to dispatch.

12. Congressional Correspondence.

a. Congressional correspondence will be answered within 3 working days of receipt. If a complete answer cannot be furnished within this time, an interim reply will furnish as much information as available and state the reason for the delay and the date by which a final reply will be provided.

EXCEPTION: Depending upon the nature of the inquiry, should a final response be possible within 7 working days, an extension of the 3-day time limit may be authorized by the Chief, Public and Legislative Affairs (DX), Deputy Commander (DC), or Deputy District Engineer for Support (DS).

b. All replies to Congressional correspondence will be prepared for the signature of the District Engineer (DE) and routed through the DX and DC or DS. In the absence of the DE, the Acting DE may sign Congressional correspondence; the opening paragraph should state "In the temporary absence of Colonel_____, I am responding to your inquiry..." and the signature block should be that of the Acting DE.

c. When verbal inquiries are received from a member of Congress or his/her representative, the person receiving the inquiry should refer the call to the Chief, Public and Legislative Affairs.

d. Persons receiving verbal Congressional inquiries should promptly advise the Chief, Public and Legislative Affairs of the nature of the inquiry and action taken and provide a Memorandum for Record or Conversation Record (OF 271) to the Executive Office, within 3 working days.

e. If Congressional correspondence is received by an office other than the Executive Office, that office should hand-carry it to the Executive Office.

f. One copy of outgoing Congressional correspondence is required by the Executive Office.

13. Endorsements and additional comments may not be added to correspondence or memorandums having multiple addressees.

14. All copies of correspondence to be signed by other than the originating office will be sent forward with the original so that, after signature, copies can be so stamped.

EXCEPTION: One copy may be retained until signature is verified, but it must then be either destroyed or marked as signed.

15. Correspondence and documents should be dated before being sent to the Executive Office for signature.

16. Reply To Attention Of Line.

a. On Letters. "Executive Office" should be shown on the "Reply to Attention of" line on all Congressional correspondence, Letters of Appreciation, Letters of Condolence, and correspondence regarding controversial issues signed by the Commander.

b. On Memorandums, use the office symbol of the action office.

17. Endorsing Office Address.

The endorsing office address for the Savannah District is:

DA, Corps of Engineers, Savannah District, P.O. Box 889, Savannah, GA 31402-0889
CURRENT DATE

EXCEPTION: If an endorsement is made to an addressee within the Savannah District, the endorsing office address will consist of the organizational component and name of District.

Example: Executive Office, Savannah District CURRENT DATE

18. Brief Addresses.

a. The following brief addresses may be used on memorandums:

(1) CDR USACE (CEXX-XX), WASH DC 20314-1000

(2) Commander, South Atlantic Division, ATTN: Office Symbols

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(3) Commander, * District, ATTN: OFFICE SYMBOL

* Charleston, Jacksonville, Mobile, Wilmington

b. All Savannah District Field Offices should be addressed by office symbols.

19. Authority Line.

a. The authority line FOR THE COMMANDER will be used on memorandum type correspondence signed by the Commander's staff when the correspondence expresses the will of the Commander and pertains to command policy and directive.

b. The authority line will be omitted on correspondence signed by an Acting Commander, Contracting Officer, Resident Contracting Officer or Authorized Representative of the Contracting Officer.

20. Signature Blocks. Examples:

Letter Format

COMMANDER

Memorandum Format

John Doe
Colonel, U. S. Army
District Engineer

JOHN DOE
Colonel, EN
Commanding

DEPUTY COMMANDER

John Doe
Lieutenant Colonel, U.S. Army
Deputy District Engineer

JOHN DOE
LTC, EN
Deputy Commander

DEPUTY DISTRICT ENGINEER
FOR SUPPORT

Jane Q. Doe
Major, U.S. Army
Deputy District Engineer
for Support

JANE Q. DOE
Major, EN
Deputy District Engineer
for Support

DISTRICT ENGINEER
FOR PROGRAMS/PROJECT MANAGEMENT

John Doe
Deputy District Engineer for
Project Management

JOHN DOE
Deputy District Engineer for
Project Management

21. Coordination and Identification of Writer.

a. Coordination:

(1) Correspondence will be coordinated through all offices concerned with the subject matter. Coordination requirements will be specified by the drafter.

(2) All correspondence to be signed by the Commander will be routed through the appropriate Deputy Commander (DC or DS). Additionally, all Congressional correspondence or correspondence to be signed by the Commander of a controversial nature or to local, State, or Federal officials will be routed through the Chief, Public and Legislative Affairs (DX).

(3) Reviewers will initial and date beside their names/office symbols if they concur without reservation. Correspondence revised during coordination will be rerouted through the coordination chain if changes are substantive.

b. Identification of Writer:

(1) The identification of the Writer, typist, and telephone number of the writer will be placed in the top right corner of the official file copy of letters and memorandums.

EXAMPLE: Mr. Gerken/sy/5147.

(2) The writer or point of contact (POC) will also be identified in the last paragraph of memorandums and, if it serves useful purpose, letters. If a memorandum is addressed to someone at another location, the commercial telephone number will also be included.

22. Distribution Formula.

Distribution A	DE, DC, DS, DP, DX, and Division/Office Chiefs,
Distribution B	Distribution A plus Branch Chiefs
Distribution C	Distribution A plus Branch and Section Chiefs
Distribution D	All Field Offices (including Floating Plant)
Distribution E	All Employees in the District Office
Distribution F	All Employees
Distribution H	All Timekeepers

23. Miscellaneous:

a. Letterhead is used for official personal correspondence by military and division personnel, for Letters Of Welcome, and Letters of Appreciation or Commendation prepared in memorandum format.

b. Formal memorandums are used for correspondence, which will be sent OUTSIDE the headquarters, command, the installation, or similar identifiable organizational elements printed on PREPRINTED letterhead. Computer generated letterhead is not authorized for use.

c. Informal memorandums will be used for correspondence which is INTERNAL to the headquarters, command, or similarly identifiable organizational elements printed on bond paper.

d. Revisions to Correspondence. When correspondence has been returned for revision prior to signature, fold the original letter needing correction, memorandum, etc., and attach it ON TOP of the revised correspondence.

24. Bulk Mail.

The District maintains mail boxes for bulk mail to the following addresses:

CPOC, Ft. Benning, GA

Commander, USACE
Commander, South Atlantic Division
Commander, Charleston District
Commander, Jacksonville District
Commander, Mobile District
Commander, Wilmington District
All Savannah Field Offices
Commander, U.S. Army Forces Command
PWBC, XVIII Airborne Corps, Ft. Bragg, NC
Transatlantic, Winchester, VA
HQ, U.S. Army Infantry Center, Ft. Benning, GA
AFGE, Local 2176

25. Organizational Mail Identification.

a. Organizational mail identification consists of the office symbol of the originating office plus one of the following codes:

- (1) Civil Works Expenditure
- (2) Military Expenditure
- (3) Support Expenditure, distributed to both Civil Works and Military accounts on a percentage basis. EXAMPLE: IM-PR/3, EN-DA/2, or RE-A/2.

b. Organizational mail identification must be placed in the upper left corner, below the return address, on all envelopes, packages, and mailing labels processed through the Mail Unit. For express mail, this identification should be included in the justification, (CESAS FL 453-E).

4 Appendices

- 1. Appendix A - Staff Study
- 2. Appendix B - Decision Paper
- 3. Appendix C - Info/Point Paper
- 4. Appendix D - List of Examples
of Correspondence to be
signed by Executive Office

GRANT M. SMITH

Colonel, EN
Commanding

Distribution C & D
Plus IM-PR (200)
IM-CL (1)

APPENDIX A
STAFF STUDY

CESAS-XX (Marks Number)

Date

Memorandum For

SUBJECT: Be specific--Not: Staff Study

1. Problem. Write a concise statement of the problem, stated as a task, in the infinitive or question form.

2. Recommendation. What specific action do you recommend (if appropriate: who, what, when, and where)? Your recommendation must solve the problem. If necessary, place an implementing document at Annex A.

3. Background. This paragraph provides a lead-in to your study. It briefly states why the problem exists.

4. Facts. Use statements of undeniable fact that influence the problem or its solution. Make sure your facts are correct and that you state them correctly. This paragraph must stand alone. Refer to annexes as necessary for amplification, references, mathematical formulas, or tabular data.

5. Assumptions. Identify any assumptions necessary for a logical discussion of the problem. Assumptions are statements that may or may not be true; however, available data indicates that they are true at some time in the future. A valid assumption would be a fact if current data could prove it. If deleting the assumption has no effect on the problem, you don't need the assumption.

6. Courses of Action. Alternatives, options or feasible solutions. List them. If your COA is not self explanatory, you might have to include a brief explanation of what the course of action consists of to ensure the reader understands.

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If the course of action is complex, refer to an annex for a complete description.

- a. Course of Action 1.
- b. Course of Action 2.
- c. Course of Action 3.

7. Criteria. List the criteria you will use to judge your courses of action. You must use criteria that relate to your facts and assumptions. Criteria serve as “yardsticks” against which you measure each course of action. Define your criteria to ensure the reader understands what you mean. Be specific. For example, if you are using cost as a criterion, then talk about that measurement in dollars. Consider criteria in three related but distinct areas, as addressed below.

a. **Screening Criteria.** Those criteria (standards) that a COA must meet to be an acceptable, viable COA. Based solely on this criteria, you would accept or reject a COA. Define each criterion and state the required standard in absolute terms. For example, using cost as a screening criterion, then define cost as “dollars”, and specify the maximum (or minimum) cost you can pay.

b. **Evaluation Criteria.** Those criteria (standards) that you use to measure, evaluate, and rank order each COA during analysis and comparison paragraphs. Use issues that will determine the quality of each COA, and define how you will measure each COA against each criteria and specify the preferred state for each criterion. For example, you might define cost as: total costs including research, development, production and distribution in dollars--less is better; or cost is manufacturer’s suggested retail-- less is better. You may establish a dividing line that separates advantages and disadvantages for a criterion. NOTE: An issue may be both a screening and an evaluation criterion, e.g. cost. You may use one definition of cost with an absolute requirement, i.e. not to exceed X number of dollars as a screening criterion; and the same or different definition of cost with a “less is better” preferred status for an evaluation criterion. ***All definable resources, (time, schedule, costs, labor, etc.) must be included as criteria.***

c. **Weighting of Criteria.** Explain how each criterion compares to each of the other criteria, i.e. equal, favored, slightly or strongly favored, or provide the weighted values from the decision matrix. You must address, but you can do it separately here or include it in Evaluation Criteria as appropriate. NOTE: Screening criteria are not weighted. They are required, absolute standards that each COA must meet or be rejected.

8. ANALYSIS. For each course of action, list the advantages and disadvantages that result from testing the course of action against the stated evaluation criteria. Do not compare one course of action with the other. (That is the next step.) Do not introduce new criteria. If you have six criteria, you should have six advantages/disadvantages/neutral for each COA. If you find many “neutral” payoffs, examine your criteria to ensure they are specific and examine your application of the criteria to ensure it is logical and objective. Neutral should rarely be used.

a. The first subparagraph of the analysis should state the results of applying the screening criteria. State which courses of action failed and why. This issue could also be addressed as a portion of paragraph 7a, Screening Criteria. It may be addressed in either place, not both.

b. Course of action 1.

(1) Advantage (s).

- (a)
- (b)
- (c)

(2) Disadvantage (s)

- (a)
- (b)
- (c)

c. Course of action 2.

(1) Advantage. If only one advantage (or disadvantage), list as shown here.

(2) Disadvantages.

- (a)
- (b)
- (c)

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9. Comparison. After testing each course of action against the stated criteria, compare the courses of action to each other. Determine which course of action best satisfies the criteria. Develop for the reader, in a logical, orderly manner, the rationale you use to reach the conclusion in paragraph 10. You can use DECMAT, SELECT, and SENS to support your comparisons. Summarize the results of these quantitative techniques in a manner that precludes the reader from having to refer to an annex. Don't explain how you used the quantitative technique. Explain what the results tell you. Remember, quantitative techniques are only tools to support your analysis and comparison. They are not the analysis or comparison.

10. Conclusion. Address the conclusion drawn from analyzing and comparing all the relevant factors. Your conclusion must answer the problem statement. If it does not, then either the conclusion or problem statement is incorrect. COA 2 is the best COA because...

(Your signature block)

ANNEXES:

A--(normally implementing document)
B
C

Concurrences/Nonconcurrences: (List those directorates/agencies/person which you would coordinate.)

Section/Agency Concur/Nonconcur _____
Date _____

(Each officer must initial his concurrence or nonconcurrence, followed by his rank, name, position/title, and telephone number. He should briefly state the reasons for his nonconcurrences, normally on a separate page, which will become another annex to the staff study. }

CONSIDERATION OF NONCONCURRENCES: {The author of the staff study states the results of the consideration of any nonconcurrences. He either briefly states the results or attaches them as another annex. If consideration shows he cannot support the concurrence, he must state the reasons. The author signs or initials the consideration of concurrence(s)}

Approved _____

Disapproved _____

See Me _____

Grant M. Smith
COL, EN
Commanding

APPENDIX B
DECISION PAPER

CESAS-XX

Date

Subject:

1. Purpose.

a. Problem. Provide a concise statement of the problem in the form of a mission statement. If the problem is complex, show the scope. Subparagraph if necessary.

b. Recommendations: Briefly state your ultimate recommendation.
(BLUF: Bottom Line Up Front)

2. Assumptions. List any assumptions necessary for a logical discussion of the problem. Assumptions are used in the absence of factual data to constitute a basis for the resolution of the problem.

3. Facts Bearing on The Problem. Include statements of undeniable facts having influence on the problem or solution. Exercise care to exclude unnecessary facts because they confuse the issue. (Some facts may be uncovered during research, while others are inherent in the basic problem statement.) List facts in a sequence which permits logical development in the discussion paragraph. Provide references for facts which are not a matter of common knowledge.

4. Discussion Include the detailed analysis of all the relevant factors, including the advantages and disadvantages of possible solutions to the problems. Discuss possible alternatives. In this paragraph, the action officer sets down in a clear and concise manner an objective analysis of the data secured during their research. Exercise care in setting down the discussion to ensure that each item is placed in proper perspective. There are several techniques to compare different courses of action. A commonly used method is to select criteria and evaluate each course of action and present it in a matrix.

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5. Conclusions. Present the conclusions drawn from the analysis of all relevant factors, all possible solutions to the problem, and all factors that affect these solutions. Make a final comparison of the advantages and disadvantages of possible alternatives (matrix). Conclusions must follow logically from the previous paragraphs. No new material should be introduced in the conclusions. At least one conclusion must directly answer the problem statement.

6. Resource Impact. Define the impact on resources, i.e. time, labor, costs, schedule, etc.

7. Recommendations. Provide one or more statements addressing what should be done to implement the conclusions. Recommendations must be in agreement with the conclusions. **The staff action must be complete, and must be shown on the document.**

Name of Division/Office Chief _____

Staffing/Concurrence/Nonoccurrence _____

List all applicable Division/Offices necessary.

(Div/Ofc) Concur_____ Nonconcur_____ Date_____

Any nonconcurrences should be explained in a brief statement either on this page or on a separate sheet.

There are times that decision issues are presented which are not totally agreed to by everyone; the office authorizing the decision document may append on a separate sheet a statement of consideration of the noncurrence, adding whatever additional information is necessary.

Approved _____

Disapproved _____

See Me _____

Grant M. Smith
COL, EN
Commanding

APPENDIX C
INFO/POINT PAPER

CESAS-XX (Marks Number)

Date

SUBJECT:

1. Issue. Provide a concise statement of the issue.
2. Background/Facts. This paragraph provides a lead-in to the issue.
3. Discussion. Include the detailed analysis of all the relevant factors, including the advantages and disadvantages of possible solutions to the issue. Discuss possible alternatives. In this paragraph, the action officer sets down in a clear and concise manner an objective analysis of the data secured during their research. Exercise care in setting down the decision to ensure that each item is placed in proper perspective. There are several techniques to compare different course of action. A commonly used method is to select criteria and evaluate each course of action and present it in a matrix.
4. Status. Provide detailed analysis of status.

APPENDIX D

LIST OF EXAMPLES OF CORRESPONDENCE
TO BE SIGNED BY EXECUTIVE OFFICE
(not all inclusive)

Authorized AE Control Negotiators
AE Selections over \$500k
IGE's over \$500k
AE Performance Evaluation Letters
AE Selection Board Members
BCM's over \$10 million
Congressional
Personnel Actions
Contract Drawings
Annual/Semi Annual Design Awards - Special Documents
Request for Foreign Travel
Notification of Foreign Visit
EIS
FONSI
DEIS
FEIS
Letter to Regional Administrator of Env Agencies
Memo- publish notice in public papers
Water Supply Reallocation
Feasibility Reports
FCSA
Position Mgmt Recommendations/Organization Structures
New Supv Positions, Dep. or Asst. Positions, & All New or Changes in Grades 11-15
Positions prior to
 formal establishment in CP
Negotiated Grievances, Step 3 grievances, AGS at higher level for decisions
Training in excess of 120 days
Federal Employee Pay Comparability Authorization
Paid Advertising for Recruitment
Personnel Management Policy Issues
Employment of Relatives Issues

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Dependent Student Employment
Extension of Temp Quarters
Overtime over 250 hrs
District Operating Budget
District Publications (District Regulation, Pamphlets, Circulars)
Organization Charts
Permanent Orders
Duty/Assignment Orders
Reorganization Proposals
Annual Assurance Statement
Support Agreements
IMA OER's
IMA Welcome Letters
Formal - Cease & Desist Orders
Controversial Permits/Denials
Memorandum of Agreement/Understanding
Notice of Intent
Personnel documents (Sign-in/out Sheets, Leave Requests, Performance appraisals, etc.)